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Oakland Police Department

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Women's Advisory Committee

Report & Recommendations

Presented to Chief Joseph Samuels, Jr.
September 1998

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EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

REPORT OVERVIEW

This report is an examination of five areas of interest to the Chief of Police, female staff of the Oakland Police Department and to women from various sectors of the Oakland community.

The Police Department's recruitment, retention, promotion and sexual harassment policies and practices are the internal areas that were observed. The Police Department's domestic violence, rape and sexual assault procedures and responses are the external areas that were examined.

The Women's Advisory Committee completed this work during an eleven-month period. The goal was to present a comprehensive written report to the Chief of Police with recommendations or commendations on the five areas of concern listed above.

The methodology for this report included training, interviewing, reading, observing and data collection. The advisory committee members also obtained information for this report by participating in ride alongs with Patrol Division Police officers.

The report lists twenty-two recommendations. This report also discloses the Police Department's great strides and reflects that the Oakland Police Department is receptive to input and evaluation from the community.

The Chief of Police, Women's Advisory Committee has every reason to believe that the Police Department will act aggressively to implement many of the recommendations.

The reader of this report should turn to the full report to learn more about the mission, vision, values and profile of the Oakland Police Department. The methodology, further detailed, for producing this report is clearly outlined in Section One of the report. The Chief of Police, Women's Advisory Committee's recommendations and commendations are detailed in Section Two of the document.

Section Three of this report contains the additional list of resources that the committee utilized. This section also provides professional profiles of the Women's Advisory Committee members and includes the personal accounts of the ride alongs as experienced first hand by the committee members.

REPORT RECOMMENDATIONS AND COMMENDATIONS

The following information is presented to provide a partial perspective of the overall scope and content of the comprehensive report. The reader will be able to put the recommendations and commendations in their proper context upon review of the full report.

RECRUITMENT

I. Commends the Oakland Police Department's recruiting efforts

II. Recommendations

- ❖ Increase the recruitment staff
- ❖ Research the effectiveness of current recruitment efforts
- ❖ Expand the recruitment efforts
- ❖ Increase the visibility of the community relations efforts of the Recruiting Unit
- ❖ Investigate ways to improve the selection process
- ❖ Intervene early in the lives of potential applicants

RETENTION AND PROMOTION

I. Commends the Oakland Police Department for an overall increase in female applicants

II. Recommendations

- ❖ Review the exit interview process
- ❖ Re-instate the mentoring program
- ❖ Form a women's group
- ❖ Review additional areas

DOMESTIC VIOLENCE

I. Commends the Oakland Police Department's zero-tolerance policy towards domestic violence

II. Recommendations

- ❖ Update the general order on domestic violence
- ❖ Integrate information on new laws into regularly issued training bulletins
- ❖ Integrate the use of victims and advocates of domestic violence into the presentation of police officer training, and the development of policies and protocols
- ❖ Provide for the systematic collection of domestic violence data
- ❖ Find permanent funding for domestic violence advocates' positions

SEXUAL HARASSMENT

I. **Commends the Oakland Police Department for having the basic elements for promoting a non-discriminatory environment**

II. **Recommendations**

- ❖ Develop written policies on sexual harassment
- ❖ Draft a procedure for complaint investigation
- ❖ Provide annual sexual harassment training
- ❖ An additional recommendation regarding individuals accused of sexual harassment

RAPE AND SEXUAL ASSAULT

I. **Commends the Oakland Police Department for the total reduction in sexual assaults**

II. **Recommendations**

- ❖ Create a problem solving committee
- ❖ Develop a formal process for dialogue
- ❖ Become more visible in the community at large

COMMENTS

This report was executed and completed in a manner that brought pride, professionalism and personal gratification to those involved. The Chief Of Police, Women's Advisory Committee is honored to have been extended an invitation to meet quarterly to monitor and review the progress and to maintain the integrity of this report and the responsibilities that have been placed before us.

On behalf of the Women's Advisory Committee, we thank the Oakland Police Department and Chief Joseph Samuels for this incredible personal and professional opportunity to assist them and the citizens of Oakland, California.

CHIEF OF POLICE, WOMEN'S ADVISORY COMMITTEE OVERVIEW

CHIEF OF POLICE,
WOMEN'S ADVISORY
COMMITTEE OVERVIEW

CHIEF OF POLICE WOMEN'S ADVISORY COMMITTEE MEMBERS

V. Toni Adams
Deborah Austin
Darlene Ayers-Johnson
Carmen Bogan
Vianna Briscoe
Gertrude M. Brown
Dennise Carignan
Susan C. Chamberlin
Susan L. Chritton
Rebecca Cooper
Sheila Cox
Maria DeLasAlas
Melody L. Fuller
Marilyn Gardunio
Rachel Gardunio
Bonnie Hamlin
Fe Hanson
Deborah A. Ichimura
Sharon A. Jones
Cookie Kelly
Cheryl Perry League
Anna Marks
Audrey Rice Oliver
Cynthia Perkins
Stacey R. Perry
Carolyn Russell
Sandra H. Smith
Candace Tom
Antoinette Walker
Alice Washington
Tonia R. Williams

PURPOSE AND FOCUS

In May 1997, after discussion with a Captain of Police and the President of a Community Relations Company, the Chief of Police of Oakland, California, Chief Joseph Samuels, Jr. called together a group of professional women with community interest and involvement to examine and identify potential strategies on the following areas of concern to women and to the Chief of Police:

- Recruitment
- Retention and Promotion
- Domestic Violence
- Sexual Harassment
- Rape and Sexual Assault

GOAL

The primary goal was to present a comprehensive and complete written report to The Chief of Police, on the committee's observations, data collection and recommendations for service improvement or for service commendation.

METHODOLOGY

Women from various sectors of the Oakland community were identified and invited to serve on the Chief of Police, Women's Advisory Committee. The women were identified by industry and profession, and consideration was given to age, ethnicity and other diversity factors. One goal was to invite women who were leaders of organizations whose members were women. Another goal was to invite women who were new to community leadership and to include those without formal community involvement. We wanted a sample of women who were on everyone's list, and we sought out women who were at the other end of that spectrum. Women from within the police department were selected so that a cross section of departmental duties would be represented.

Once the committee was formed, we initially met monthly. When we established our areas of interest, the committee divided into subcommittees and began the thorough work of interviewing, training, reading, researching and documenting our observations and collecting data.

The committee met on alternate months and the subcommittees met as often as necessary to complete their tasks. Every committee member was requested to participate in a City of Oakland Police Department ride along. Each committee member was encouraged to complete this requirement on any day or night and during any desired shift. The subcommittees provided progress reports to the committee and its co-chairs during the monthly meetings.

The Chief of Police supported and encouraged the committee by allocating appropriate funds for the coordination efforts and by speaking to the women at meetings. The Chief of Police highlighted that a report completed in the springtime would be reviewed in time for any budget considerations. The springtime objective would also complement any labor or staffing considerations as officer contractual negotiations were scheduled to occur shortly thereafter.

OAKLAND POLICE DEPARTMENT OVERVIEW

OAKLAND POLICE DEPARTMENT OVERVIEW

OAKLAND POLICE DEPARTMENT

MISSION

The mission of the Oakland Police Department is to provide competent, effective public safety services to all persons, with the highest regard for human dignity and through efficient, professional and ethical law enforcement/crime prevention practices.

VISION

Our vision is to enhance our status as a premier law enforcement agency as championed by our customers and benchmarked by our counterparts. As such, we will be recognized as a high performance team of empowered professionals capable of responding to new challenges as they occur within the City of Oakland and throughout the police profession.

STATEMENT OF VALUES

We value the sanctity and protection of human life and adherence to constitutional principles as our highest priorities.

We value a work environment that is free of harassment and unlawful discrimination.

We value our community and rely upon mutual respect, understanding and support.

We value professional and personal conduct that is both honest and ethical.

We value and respect the rights and dignity of all persons.

We value solving neighborhood problems and concerns and achieving Departmental goals in cooperation and collaboration with the community.

We value employee opportunities for career development and individual growth.

We value employee involvement in decision making.

We value improvement through creative thinking and planning consistent with prudent use of taxpayer dollars, technology, and ongoing evaluations of people and systems.

We value the delegation and acceptance of responsibility with accountability to the lowest practical level with proper balance of follow-up and management.

EMPLOYEE PROFILES
(MARCH, 1998)

Gender

Sworn Employees

Title	Male	Female
Chief	1	---
Deputy Chief	3	---
Captain	7	2
Lieutenant	24	---
Sergeant	111	8
Officer	413	47
Park Rangers	15	1
Total Sworn Employees	**574**	**58**

Civilian Employees

Title	Male	Female
Manager	1	1
Supervisor	7	8
Non-supervisors	124	248
Total Civilian Employees	**132**	**257**
Total Sworn and Civilian Employees	**706**	**315**

Ethnicity

Sworn Employees	CAU	BLA	HSP	A/PI*	AI/AN**	FIL	Total
Chief		1					1
Deputy Chief	1	1	1				3
Captain, Female		1		1			2
Captain, Male	4	1	1	1			7
Lieutenant, Female							
Lieutenant, Male	12	9	1	2			24
Sergeant, Female	2	4	1		1		8
Sergeant, Male	58	28	18	5	1	1	111
Officer, Female	22	17	5	3			47
Officer, Male	197	96	66	38	2	14	413
Total Sworn	296 48.1%	158 25.6%	93 15.1%	50 8.1%	4 0.6%	15 2.4%	616 100.0%
Minorities Subtotal	320 51.9%						
Female Subtotal	57 9.3%						
Rangers (PT & FTE)	9 56.3%	4 25.0%		3 18.8%			16 100.0%
Minorities Subtotal	7 43.8%						
Female Subtotal	1 6.3%						
Police Trainees (POT)	14 36.8%	9 23.7%	12 31.6%	3 7.9%			38 100.0%
Minorities Subtotal	24 63.2%						
Female Subtotal	9 23.7%						
Civilian Employees (inc. Cadets)	101 25.9%	191 49.0%	38 9.7%	35 9.0%		25 6.4%	390 100.0%
Minorities Subtotal	289 74.1%						
Female Subtotal	258 66.2%						
GRAND TOTAL	420 39.6%	362 34.2%	143 13.5%	88 8.3%	7 0.7%	40 3.8%	1060 100.0%
MINORITIES TOTAL	640 60.4%						
FEMALE TOTAL	325 30.7%						
POT Breakdown							
Female	2	4	2	1			9
Male	12	5	10	2			29

*AP/I is defined as Asian/Pacific Islander

**AI/AN is defined as American Indian/Alaska Native

RECRUITMENT

REPORT
and
RECOMMENDATIONS

CURRENT RECRUITMENT EFFORTS

The committee commends the work of the current recruiting officer, because she has given a great deal of thought to the important elements of recruitment and has followed through with them. Her work in a five-month period included over 360 recruitment presentations. Additionally, she has engaged in the following efforts to cultivate eligible candidates:

- Developed mentoring relationships with targeted applicants and has worked with them throughout the recruitment periods.
- Offered test preparation and orientation workshops for applicants to assist them in passing the tests.
- Targeted females and given them special attention to assist them in passing the physical agility test.

Her efforts have produced academy classes with an increased number of women recruits.

In addition to the above efforts, during the year that the committee has been working, the Personnel and Training Division continued to develop programs designed to increase the numbers of qualified applicants for the department now and in the future. One such program is the Physical Agility Preparation Course offered at a local junior college. Its purpose is to assist candidates, especially women, in preparing for the physical agility portion of the test. The course offers techniques, ongoing practice and individual coaching all aimed towards the success of all applicants, especially women.

A Public Safety Academy has been instituted at a local high school, in which students from tenth through twelfth grades learn about careers in law enforcement. Not only do they learn about the positions available and the requirements for those positions, but they also learn the qualities necessary to work in those capacities and some of the skills, which they would learn on the job. For example, they learn the qualities necessary to be a good investigator, what the job entails, as well as, how to conduct an investigation. The program is integrated into the curriculum; that is, the students learn report writing in English class and related calculations in math class. There is a physical fitness component of the class to prepare students for the physical agility portion of the job. The program is in its first year and boasts 20 enrollees. These teenagers are being encouraged to apply to the Oakland Police Department Cadet Program. The Cadet Program hires college students who work part-time for the Department.

Another idea that is still in the formative stages is an Elementary School Junior Cadet Program, that would take the recruitment effort to younger students. Such a program could be developed for and with a current school crossing guard program. Many of the young crossing guards take their responsibilities seriously and studies have shown a large number of these youngsters grow up to seek careers in law enforcement and government leadership. The idea is to *"grow our own,"* to enhance the current programs by being supportive and giving them guidance with an eye towards having these youngsters to enter the high school Public Safety Academy, then the formal Oakland Police Department Cadet program.

The following ideas merit further investigation:

- Programs that target women could be resources for female applicants, such as Welfare to Work Programs, ROTC, and women's volunteer and professional organizations.
- Consider sending a recruitment representative to observe the oral examinations of other police agencies, i.e. the Cities of Hayward, San Leandro, Piedmont, etc. The representative would not be eligible for grading the applicants, but would have the opportunity to look over the eligible applicants. Those qualified applicants who were not hired by the observed agency could be invited to apply to the Oakland Police Department.

- Investigate innovative ways of working with families of potential recruits to lessen the apprehensions of mothers, grandmothers or other family members to their daughters' being police officers. The elementary school Junior Cadet program could be helpful.
- Investigate how the military recruits applicants, with an eye towards enhancing our public relations and recruiting efforts.
- Investigate how Community Policing Officers could assist with the recruitment efforts.

RECOMMENDATIONS

I. INCREASE RECRUITMENT STAFF

- Hire two full-time recruitming officers whose ethnicity reflects the community. One of the positions should always be held by a female. The presence of a woman will enhance the possibility of women feeling comfortable to apply; they will have a role model presenting the idea and the material. This idea may be in conflict with the transfer policy and may require an exemption to the current policy.
- Hire one full-time Police Records Specialist to work exclusively with recruitment.
- Hire one full-time coordinator for the youth programs. This person will develop the elementary school junior cadet program and provide linkages with the high school Public Safety Academy, the Explorers (the Scouting Program) and the Oakland Police Department Cadet Program. As much as possible, the officers working with youths should be female. Again, the modeling aspects are critical, particularly at the early ages.

II. RESEARCH THE EFFECTIVENESS OF CURRENT RECRUITMENT EFFORTS

- Review resources for recruitment and determine the success rate.
- Review the data from candidates to learn how they became informed that applications were being accepted. Ask what sparked their interest becoming Oakland Police Officers.

III. EXPAND THE RECRUITMENT EFFORTS

- Target women who are affiliated with the military: those on active duty, those who are leaving duty and those in the reserve programs. These efforts should go beyond the current recruitment tables.
- Request the names and addresses of candidates who have successfully passed the requirements and who are on eligibility lists of neighboring agencies, but have not been hired by the agency. Invite them to apply to the Oakland Police Department. (This action will require permission of the candidates and will require the cooperation of the Alameda County Sheriff's Association.)

- The "Growing Our Own" program should target girls. The girls should be mentored and encouraged to remain involved in the program.

IV. INCREASE THE VISIBILITY OF THE COMMUNITY RELATIONS EFFORTS OF THE RECRUITMENT DEPARTMENT

- Develop a program for recruitment through Community Policing Officers, and train the officers to include recruitment in their work.
- Use TV commercials on local cable television stations.
- Use radio public service announcements to advertise recruitment. (The Marketing Committee is working on such a program.)
- Provide support to the newly formulated Marketing Committee. (The committee is seeking to enhance the image of the Oakland Police Department in the eyes of the community.)
- Develop a slogan for the department. Consider having a competition in the schools to develop the slogan.
- Have an "Officer of the Week" feature in the local print media.
- Have more community relations events, such as those highlighting community policing.
- Advertise the academy graduations.

V. INVESTIGATE WAYS TO IMPROVE THE SELECTION PROCESS

- Provide support and ongoing encouragement to the Community College Physical Agility Course.
- Assess the effectiveness of the past mentoring program.

VI. INTERVENE EARLY IN THE LIVES OF POSSIBLE APPLICANTS

- Fund the Elementary School Junior Cadet Program, including the coordinator's position. This person would work with the students, teachers, and parents who may have reservations of their daughters becoming police officers. A part of the coordinator's job would include working with the parents and the community's perception about females as police officers.
- Spend time with counselors, teachers and deans of junior and senior high schools. The school coordinator and community policing officers could be responsible for this activity.
- Increase the visibility of female police officers to provide role models for young girls. (All of the above activities will help in this endeavor.)

RETENTION AND PROMOTION

REPORT

and

RECOMMENDATIONS

RETENTION AND PROMOTION

REPORT

and

RECOMMENDATIONS

RETENTION AND PROMOTION ISSUES REVIEWED

- Demographics
- Personal barriers to women in joining the police department
- Equal Employment Opportunity
- Whether and how the Oakland Police Officers' Association (OPOA) affects women
- Hiring and promotion panels
- Parenting and safety issues
- Exit or resignation interviews
- Mentor programs
- Women's support groups and peer counseling
- Promotion paths for police officers
- Transfer policy

BACKGROUND AND ISSUES

Recruitment

The information available from the Oakland Police Department through May 1997 shows an increase in applications from women. Interview information indicates substantive reasons for women to choose occupations other than police work. This includes personal barriers such as the following:

- Perceptions of personal risk and violence.
- Peer pressure from family to chose a less hazardous occupation.
- Perception that the physical demands of the job are above their abilities.

Until more women join the police force, there will be issues of retention and promotion for women due to the ratio of men to women.

Retention

Demographically, as of March, 1998, there were 57 women officers in a police force of 616 officers -- 9.3% of the officers were female. Some of the issues that apply to recruitment also apply to retention. A general report covering ten years from 1987 through May 1997 admits the Department's retention of women has not been good, with an overall increase of 15 women, in spite of a substantial increase in the number of female applicants. A snapshot from the Department in a July 1997 memorandum indicated that women left the Department in a slightly greater percentage than their representation in the Department, but the amount of data provided preclude a more in depth general analysis.

Even with equal opportunity, the relatively small percentage of women officers creates a greater challenge for retention and promotion. Women still represent a much smaller percentage in the Department. It appears that it is harder to get women to stay in the Department and be promoted without more women as "peers" and without a larger candidate pool of women.

The Oakland Police Officers' Association (OPOA) represents all sworn officers in the Oakland Police Department, except the Chief of Police. A Memorandum of Understanding (MOU) between the Association and the Department governs certain policies and procedures within the

Department. Since the MOU was developed at a time when fewer women were officers, Association rules may affect women differently. The Association has its own leadership and hierarchy exclusive of the Police Department. Women officers are barely involved in Association leadership.

Parenting and safety issues for women officers were difficult to pinpoint. Family pressure and concerns about personal safety may play a greater role in the resignation of a women officer. It was difficult to obtain concrete data on this subject.

Pregnancy is treated as a disability. Once it becomes public that a female officer is pregnant, she is moved to an internal position. Once she returns from maternity leave, she is assigned back to patrol or to her former assignment.

One significant change in the Department this year is the "transfer policy". This policy states that every four years an officer must move back to his or her "home" position as a patrol officer. For example, an individual who is an officer in the Child Abuse Unit would be required to return to job responsibilities as a patrol officer every four years for a one year tour of duty. The officer could request a transfer out of this position after one year and could only transfer if there was an opening. Questions arose about the time and effort an individual may spend training for a specialized position, only to be moved after a four-year period.

The transfer policy further prevents police officers from retaining a position. Under this policy, a police officer returns to the responsibilities of patrol officer. As police officers rotate out of their positions, the specialized training and experience involved with certain positions may be underutilized.

(Since the transfer policy is new, perhaps, it could be modified to aid in the retention of women.)

For one year (through July 1997), there was a mentoring program in place. It was considered to be successful in easing the transition from a police officer trainee to a police officer. The program received special funding from the City of Oakland; however, it ended due to lack of funds. Nonetheless, some police officers have continued to mentor without receiving compensation. Also, informal mentoring exists, in that, a Captain meets monthly with female recruits through their stay in the Police Academy.

There is currently no specific women's support group for women police officers. There are peer counseling programs, Managed Health Network, Inc., chaplains, and Employee Assistance Programs; however, they do not focus on the particular concerns of women encountering problems or challenges as police officers which might cause them to leave the Department.

The Department conducts exit interviews. From the period of January 1 through June 30, 1997 only 13 exit interviews were conducted among the 49 officers and employees who left the Oakland Police Department. Of the 49, sixteen were retirees. The exit interviews are not routinely conducted. The separation process now in place with the Department provides limited information about the specific concerns of women and the Department in general as the officers are departing the Oakland Police Department.

Promotion

The process of advancement within the Oakland Police Department is highly structured. In order to obtain a promotion, an officer must be self-motivated and accept personal responsibility to advance. Sworn promotions to the positions of Sergeant, Lieutenant and Captain are through a uniform testing process. An agreement between the City and the Police Officers' Association indicates that the tests will be given at 18-month intervals. Officers seeking promotion must apply to take the test, study for the test, and then take the test. The scores are ranked from the written test and from the assessment center. The rankings become the "promotion list."

The Chief of Police promotes from a "certified" candidates list. If there is one position open, the Chief of Police is able to consider one candidate plus four additional candidates. Thus, if there were three openings, the Chief of Police would be able to look at three plus four additional candidates or seven candidates for three positions. The opportunities for promotion depend on both the candidate's abilities and the available positions.

If a candidate successfully passes the exam, it does not necessarily mean this individual will be promoted. His or her name will remain on the eligibility list for 18 months. If the individual is not promoted, he or she must retake the test after the expiration date to compete for promotion again. Specifics can be found in the Memorandum of Understanding on Promotional Examinations between the City of Oakland and the Oakland Police Department Association dated July 1992 through June 1995.

The subcommittee questioned how the women officers might perceive the promotion process. The information gathered indicated that women do not apply to take the advancement tests in proportion to their presence in the lower ranks. It was also understood that the basic promotion process has not changed in more than 20 years.

Challenges Reported in the "Management Study of the Oakland, CA Police Department"

An extensive "Management Study of the Oakland, California Police Department," conducted by the Police Executive Research Forum, dated November 3, 1995, cites a number of pressing issues that transcend gender. The Oakland Police Department was trying to implement significant change, was moving to community policing, and was struggling with decreased funding from the City of Oakland budget that has resulted in fewer new hires and increased burdens on the existing force.

The report presents a series of recommendations that, if implemented, will improve working conditions and opportunities for female as well as male officers and civilian employees. It may also present new opportunities for women, if more positions become non-sworn and special skills are sought for community policing activities.

RECOMMENDATIONS

I. REVIEW THE EXIT INTERVIEW PROCESS

- The Retention and Promotion Subcommittee recommends that the exit interview form be reviewed by an appropriate professional with the expectation that the form be redesigned to elicit meaningful information that can be statistically analyzed. Exit interviews should be required, particularly for officers who leave for "unspecified" reasons. Retirement or physical disability is easier to categorize. Specific information is needed to better understand why women leave the Department.

II. REINSTATE THE MENTORING PROGRAM

- The Retention and Promotion Subcommittee recommends that the mentoring program be re-instated, with or without special support from the City of Oakland.

Funding might be identified from foundations and non-profit organizations that are interested in supporting community policing or new concepts in police work.

III. FORM A WOMEN'S GROUP

- The Retention and Promotion Subcommittee recommends that a women's group be formed within the Oakland Police Department. Such a group has been organized in the Berkeley Police Department and previously in San Francisco. These groups would provide a base model for an Oakland Police Department women's group. A women's group could address issues related to the retention of women officers not currently addressed by the counseling services. It could function to encourage women to apply for advancement and adequately prepare for the test. Without a formal structure there are reduced chances of consistent success for the advancement of women officers. The support for an Oakland Police Department Women's group should be provided by the Chief of Police, Women's Advisory Committee.

IV. SUGGESTED ADDITIONAL ITEMS FOR REVIEW BY THE OAKLAND POLICE DEPARTMENT

- Review and monitor the Transfer Policy. Is it working in theory and in application?
- Review the 18 month testing cycle. Is 18 months an adequate time for a person's name to remain on the eligibility list? Can a candidate take the test, remain on the list, and obtain new information from the Professional Development Academy instead of re-taking the test every 18 months?
- Have a diverse interview board for recruitment and promotion of candidates, which includes clergy, community leaders, police officers, etc.
- Hire an organizational development consultant or group to be on the Oakland Police Department premises to further identify the retention/promotion issues and implement the recommendations of the Women's Advisory Committee. Who will implement the recommendations of the Women's Advisory Committee?
- Give an anonymous questionnaire to the women police officers and to the female civilian employees within the Department to gather more in-depth information.
- Collect data and keep in-depth statistical reports on females in the Oakland Police Department.

DOMESTIC VIOLENCE

REPORT

and

RECOMMENDATIONS

INTRODUCTION

Domestic violence is an issue that is particularly relevant to women, as it is estimated that nearly one quarter of American women will be abused by a partner some time in their lives. Women are more likely to be harmed or killed by a partner than by robbery, drugs, or any other crime. Oakland is no exception to this problem. In 1997 alone, the Oakland Police Department handled 4,048 domestic violence calls.

HISTORICAL PERSPECTIVE

Domestic violence incidents have most often been viewed as complex, dangerous, frustrating and distasteful by police officers. At different times, police have been given "roles" to play when responding to domestic violence: peacemaker, referee, mediator, etc. Understandably, these approaches have failed to provide any effective intervention with regard to the criminal conduct occurring at domestic violence incidents. Police have returned to the same homes time and time again and eventually dealt with the next generation of batterers and victims. People continue to die in domestic violence homicides. Until quite recently, the prevailing belief was that this type of homicide was not preventable. However, we have learned over the last few years that there are effective intervention strategies law enforcement can use to both prevent domestic violence from recurring and escalating to homicide or homicide/suicide.

PROBLEM STATEMENT

As indicated, family violence occurs in a pattern of escalating violent behavior leading in many cases to serious bodily injury or death. Police response to family violence traditionally starts when an injury occurs or is threatened and the injured party calls the police. Legislation over the last several years has mandated reporting by medical personnel of injuries resulting from suspected domestic violence. These reports are received by the Police Department several days after medical treatment and frequently contain incomplete information. The reports are reviewed and filed if no corresponding crime report is received.

These reports are valuable sources of information about the violent behavior in a relationship or family. The information presents an early history of injurious behavior that could provide a means of identifying families with a pattern of violent behavior before serious injury occurs. If these families could be identified, intervention strategies could be applied to stop the violent behavior and reduce or prevent future incidents.

BACKGROUND

There is a tremendous amount of research that shows the correlation between unaddressed domestic violence and child abuse and many other types of violence dealt with in the criminal justice system. Given this background, Oakland Police Department has adopted a zero-tolerance policy towards domestic violence. This policy includes mandatory arrest in incidents of domestic violence, no citation release from jail, and presentation to the District Attorney for charging on all domestic violence cases.

Despite this strong stand against domestic violence, the case load for follow-up investigators has increased from an average of 375 cases/month in 1993 to 440 cases/month in 1995. During 1997, Oakland Police Department received 4,048 domestic violence calls. Four women died as a result of domestic violence.

The Oakland Police Department has a working relationship with "A Safe Place" (ASP), a non-profit community-based advocacy organization for victims of domestic violence. Three domestic violence advocates, jointly supervised by the Oakland Police Department and ASP, are physically

located in the Domestic Violence Unit of the Oakland Police Department. Here they are able to provide immediate assistance, counseling and other resources to victims.

SUBCOMMITTEE WORK

Over a period of ten months, the subcommittee conducted extensive research which included interviews and review of Oakland Police Department documents and other related literature. The resources included:

- √ Contacting Senator Barbara Lee's office regarding Senate Bill 350, which allocates $11.453 million for domestic violence programs. Senate Bill 350 signed by the Governor on April 24, 1997, provides funds directly to the front lines for domestic violence training for law enforcement, prosecution support services for District Attorneys and rape crises centers in underserved areas.
- √ Reviewing the San Diego Police Department Domestic Violence "Model Program" policies and procedures. San Diego has one of the largest specialized Domestic Violence Investigations Units of any major law enforcement agency in the United States. The unit consists of nineteen detectives, three sergeants and ten to fifteen clerical support and volunteer personnel. Since formed in 1992, domestic violence-related homicides in the City of San Diego have dropped more than 50%.
- √ Participating in the Oakland Police Department Professional Development Academy (PDA) two hour training session on Domestic Violence including a review of Domestic Violence Legal Definitions and Terminology.
- √ Reviewing various Penal Code Sections on Domestic Violence Crimes.
- √ Participating in a "ride-along" with an officer of the Department. While each experience was unique, there was consensus that Oakland police officers exercise good judgement with a blend of compassion in their day to day work.
- √ Interviewing the Executive Director of the Family Violence Law Center. While the Center is physically located in Berkeley, a large number of their contacts involve victims of violence from Oakland. At issue in these contacts is a perceived ignorance of law and authority of the responding officer.
- √ Interviewing two victims of domestic violence. While studies of the general population indicate that between 5 percent and 20 percent of women are victims of domestic violence, those same studies indicate police officers are twice as likely to assault their loved ones. With these statistics in mind, we interviewed the abused spouse of a police chief from a neighboring city. Despite the fact that there is more legislation mandating a strong response to this type of problem, we found there is a tendency to under report the crime. While this incident occurred outside the investigative authority of this subcommittee, it did point to the lack of a policy on how to investigate officers accused of domestic violence.
- √ The second victim interviewed pointed out the frustration that a victim may sense when a restraining order is not given the high priority deemed necessary.
- √ Interviewing an Oakland Police Department captain. During this interview, we learned that the Department has developed an early warning program to identify officers who may need monitoring, relative to his/her behavior on the job or at home.
- √ Interviewing a Deputy Chief of Police who has responsibility for the Domestic Violence Unit. The Deputy Chief recognized the need for better sharing of information between command staff and line officers, in particular on the issue of domestic violence.
- √ Conducting an informational interview with one of the domestic violence advocates.

- √ Reviewing the Oakland Police Department Training Bulletin on domestic violence and domestic disputes dated April 1986. These documents are dated and in need of revision.
- √ Reviewing an informational/statistical report on domestic violence and sexual assault from the Oakland Police Department Criminal Investigation Division addressed to Chief Samuels, dated June 13, 1997.
- √ Reviewing the report of the Los Angeles Police Department's Women's Advisory Council on gender discrimination in the department. This report served as a model for the committee .
- √ Reviewing the Oakland Police Department's mission, vision, and values statements.
- √ Reviewing the Oakland Police Department's Domestic Violence General Order dated January 1, 1986. This G.O. is woefully outdated and in need of revision.
- √ Reviewing the Alameda County Chiefs of Police and Sheriff's Association Policy Statement on domestic violence and emergency protective orders, issued in 1995 or 1996. This report could serve as a model for updating Oakland's documents.
- √ Conducting a consultation session with a mental health specialist who has facilitated workshops on domestic violence around the country.

The goals of police intervention are to stop the violence, make the victim safer, and hold the batterer accountable. When an officer responds to a domestic violence incident, it is not crisis intervention, but crime intervention.

The subcommittee acknowledges the issues of limited resources, both financial and human, that the Oakland Police Department faces. Some of the recommendations will need new funding sources. We hope the Oakland Police Department will review the recommendations with an eye toward full implementation plans for the most promising recommendations. These plans would incorporate development of partnerships and funding mechanisms that will make it possible to achieve the important objectives set out in these recommendations.

RECOMMENDATIONS

I. UPDATE THE GENERAL ORDER ON DOMESTIC VIOLENCE

- ❖ While the Department makes every effort to retrain officers on the new laws, this training is scheduled on an 18-month cycle. Additionally, the 30 minutes of line-up time available for informational items is not adequate to review in any depth new laws, policies or procedures. In fact, assignments and updates on what is happening, and an inspection are all given priority for this limited time leaving very little time for actual training.

  Reading General Orders is the responsibility of each and every officer. The Department's domestic violence General Order is woefully out-of-date. Updating the G.O. would require minimal resources if the Department were to use the document prepared by the Alameda County Chiefs of Police and Sheriff's Association. During the subcommittee members' participation in the PDA training on domestic violence, it was clear from officers' comments that many were acting on information that was as

outdated as the G.O. Several examples of this information gap were noted, but two deserve mention here.

The first involves a change in the Oakland Police Department policy, which took place more than 18 months prior to the training. This change altered the requirement that a copy of a victim's protective order be on file at the Oakland Police Department to be valid. Several officers in attendance were operating under the former policy requiring the Oakland Police Department to have a copy of the order on file before an officer could enforce it.

The second example involves differences in Departmental orders and law. Officers were not familiar with that portion of the law which says a victim cannot violate her own protective order by inviting the subject of the order to her home.

Finally, with increasing focus on community policing, there is a greater incentive for the beat officer to solve the problem of domestic violence before having to make multiple visits to one home. Updated information on policy changes is critical to this end.

II. INTEGRATE INFORMATION ON NEW LAWS INTO REGULARLY ISSUED TRAINING BULLETINS

- To insure that all officers are informed in a timely fashion of changes in laws, procedures, and policies is the focus of this recommendation. The District Attorney's office provides the Oakland Police Department information on changes in the law that could be developed into an easy to read Training Bulletin summarizing the changes. Emphasis should be placed on information deemed critical to the effective functioning of the Oakland Police Department line officers.

  This type of officer training is critical, given the 18-month cycle for professional development training. The laws are changing constantly and due to the "controversial" nature of this area of crime, regular reinforcement is required.

III. INTEGRATE VICTIMS AND ADVOCATES OF DOMESTIC VIOLENCE INTO POLICE OFFICE TRAINING, AND DEVELOPMENT OF POLICIES AND PROTOCOLS

- Current Professional Development Academy training explores and reviews domestic violence policy and law updates but does not provide time for the "demystification" of domestic violence. We believe it is critical to institutionalize domestic violence advocacy, whereby officers are familiarized with the dynamics of the issues (e.g. the psychology of domestic violence that causes a woman to return time and time again to an abusive situation; what is the appropriate consideration of a victim's fear of retaliation?)

  A paradigm shift regarding domestic violence is possible. Use of outside resources including victims, advocates, and batterers in developing training modules, drafting policies and protocols would create an environment for greater sensitivity and understanding. Resulting policy should "make it real" for both enforcement and victims. This recommendation is made with the idea of the coordinated community model in mind.

IV. PROVIDE FOR THE SYSTEMATIC COLLECTION OF DOMESTIC VIOLENCE DATA

- Better information is required to assess domestic violence training needs. Statistics on the number of domestic violence occurrences and their disposition do not exist. We know that the Department advocates see as many as 50 women per month, but we do not know the relationship of this number to the actual victim pool.

  Further, we know there is a significant increase in endangerment to a victim who does not cooperate with law enforcement in the apprehension and prosecution of the offender. Good statistics and their distribution might result in a life being saved. In fact, funding for this recommendation might save the City millions in liability should a death result.

V. FIND PERMANENT FUNDING FOR DOMESTIC VIOLENCE ADVOCATES

- There is consensus among all who work with the domestic violence advocates that the work they perform is vital. However, uncertain funding has resulted in a higher than average turnover. Permanent funding and the resulting job security would provide an environment of better service to domestic violence victims.

SEXUAL HARASSMENT

REPORT

and

RECOMMENDATIONS

WRITTEN POLICIES ON SEXUAL HARASSMENT

The Oakland Police Department has documented the basic elements for promoting a non-discriminatory environment in publications such as the Department Manual of Rules, Departmental General Orders and the Memorandum of Understanding (MOU) between the City of Oakland and the Oakland Police Officers Association, as well as the MOU between the City of Oakland and Local 790. (Local 790 represents the majority of the Department's civilian employees.)

PROCEDURE FOR COMPLAINT INVESTIGATIONS

Currently, sexual harassment complaints are investigated by sworn employees of the Department, unless otherwise requested by the complainant. If a request for an outside investigator is made, the case is then turned over to the Office of the City Manager, Equal Employment Opportunity Commission, or the State of California Fair Housing Department. The option for an outside investigator is not offered to complainants there must be a request.

SEXUAL HARASSMENT TRAINING

Our review of materials, such as the Training Bulletins that describe Departmental guidelines for prevention of sexual harassment in the workplace, and managerial/supervisory training shows that they are adequate. However, the Departmental training has not been extended to all civilian employees, nor have all civilian employees received the written policy. This creates a major liability to the Department and the City of Oakland. The prevention of sexual harassment is taught to all Police Officer Trainees in the police academy. This training is also offered to all police officers every 18 months in the Professional Development Academy. The Oakland Police Department has failed to ensure that this training is given to its civilian employees. Many of the civilian employees *have not* undergone any sexual harassment training.

New employees are encouraged to attend an orientation coordinated by the City of Oakland which introduces them to the Administrative Instruction on sexual harassment, but this instruction does not include training on the subject of sexual harassment. According to the interim Citywide Training Coordinator, it is the responsibility of each agency to ensure that sexual harassment training is provided.

RECOMMENDATIONS

I. DEVELOP WRITTEN POLICIES ON SEXUAL HARASSMENT

- These documents should be reviewed and amended to reflect the changes that have occurred in the laws pertaining to the issue of sexual harassment since the time of their publication. Additionally, the information contained in these documents should be retrieved and compiled to create a separate publication on the issues of sexual harassment. That document should then be given to every staff member and new employee.

II. DRAFT A PROCEDURE FOR COMPLAINT INVESTIGATIONS

- It would be in the best interest of the Oakland Police Department to have all sexual harassment investigations conducted by an outside agency to ensure objectivity. This could also increase confidentiality and decrease the fear of retaliation against the complainant. Many of the current investigators have been with the Oakland Police Department for a number of years, and they may know the complainant or the accused personally. Additionally, complainants should be immediately informed of the option to have their cases investigated by others outside of the Oakland Police Department.

III. PROVIDE ANNUAL SEXUAL HARASSMENT TRAINING

- The Oakland Police Department would benefit by providing for its new employees an orientation immediately following their appointment. This orientation should include complete sexual harassment training, as well as other Department policies and procedures. Refresher training should be performed annually to make all employees aware of any changes that may have been made to laws pertaining to sexual harassment. All civilian personnel should be issued a copy of the necessary publications outlining the elements of sexual harassment and the reporting procedures, as well as the procedures for investigations. Employees should also be made aware of their option to have investigations conducted externally.

IV. ADDITIONAL RECOMMENDATION

- Mandatory counseling and training should be provided to all individuals accused of sexual harassment.

The Oakland Police Department has scheduled sexual harassment training for civilian and sworn employees beginning in May 1998. Testing on sexual harassment policy rules and recommendations will be conducted. The passing score will be 100% and persons who fail will receive immediate remediation and be re-tested.

OAKLAND POLICE DEPARTMENT SEXUAL HARASSMENT STATISTICS

From 1993 to 1997, the Oakland Police Department received 32 complaints of sexual harassment. Of those complaints, fifteen were sustained (the accused was found guilty), twelve were not sustained (there was insufficient evidence to prove or disprove the allegation), and five have not been decided. Twenty of the accused were sworn employees, nine were civilians, and three have status unknown. Eight of the complainants were sworn employees, nineteen were civilians, and two were citizens. The average age of the accused was 40 years. The average age of the complainant was 36 years. Twenty-nine of the accused were male, one was female and for two the information was not available. Nine of the accused were African American, fifteen were Caucasian, four were Hispanic, one was of another nationality, and the information was not available for three. Twenty-seven of the complainants were female, and two were male, and for the remaining three complainants the information was unavailable. Eleven of the complainants were African American, eleven were Caucasian, three were Hispanic, two were of another nationality, and the information was not available for five. The average time it took to complete the investigations was just over four months.

The following information is a breakdown of the above cases.

Oakland Police Department Sexual Harassment Statistics Table

Civ =	Civilian Employee	Swn =	Sworn Employee	Citz =	Civilian
S =	Sustained	N =	Not Sustained	? =	Information Not Available

1993

Complaint				Accused				Finding	Investigation
Sex	Race	Age	Status	Sex	Race	Age	Status	S or N	Duration
F	F	46	Civ	M	B	54	Swn	S	6 months
F	?	?	Citz	M	I	40	Civ	S	5 months
F	B	42	Civ	M	B	43	Civ	S	6 months

1994

Complaint				Accused				Finding	Investigation
Sex	Race	Age	Status	Sex	Race	Age	Status	S or N	Duration
F	B	28	Civ	M	B	48	Swn	N	8 months
F	?	?	Citz	M	W	44	Swn	N	6 months

Oakland Police Department Sexual Harassment Statistics Table (continued)

1995

Complaint				Accused				Finding	Investigation
Sex	Race	Age	Status	Sex	Race	Age	Status	S or N	Duration
F	W	35	Civ	M	W	42	Swn	S	10 month
F	B	38	Civ	M	H	45	Civ	S	2 months
F	W	45	Civ	M	W	49	Swn	S	5 months
F	B	35	Swn	M	B	48	Swn	S	6 months
F	W	26	Swn	M	H	30	Swn	S	8 months
F	H	23	Civ	M	W	48	Civ	S	6 months
M	B	35	Swn	M	W	40	Swn	N	8 months
F	W	29	Swn	M	W	31	Swn	N	5 months
F	H	41	Civ	M	H	42	Swn	S	3 months
F	W	40	Civ	?	?	?	?	?	?
F	W	36	Swn	?	?	?	?	?	?

1996

Complaint				Accused				Finding	Investigation
Sex	Race	Age	Status	Sex	Race	Age	Status	S or N	Duration
F	W	34	Swn	M	W	44	Swn	N	?
?	?	?	?	M	B	41	Swn	N	?
F	B	?	Civ	M	B	51	Swn	S	1 month
F	B	42	Civ	M	B	41	Civ	?	?
F	B	33	Civ	M	W	38	Swn	S	6 days
M	W	31	Swn	M	W	26	Swn	S	53 days
?	?	?	?	M	W	26	Swn	?	?
?	?	?	?	M	W	23	Swn	?	?
F	W	37	Swn	M	W	46	Swn	S	3 months

1997

Complaint				Accused				Finding	Investigation
Sex	Race	Age	Status	Sex	Race	Age	Status	S or N	Duration
F	W	51	Civ	M	W	48	Civ	N	2 months
F	B	21	Civ	M	W	57	Swn	N	?
F	B	35	Civ	M	W	48	Swn	N	?
F	B	51	Civ	M	B	36	Civ	N	36 days
F	H	20	Civ	F	B	19	Civ	N	?
F	W	38	Civ	M	?	?	?	N	8 days
F	F	45	Civ	M	H	58	Civ	S	3 months

RAPE AND SEXUAL ASSAULT

REPORT
and
RECOMMENDATIONS

RAPE AND SEXUAL ASSAULT

Sexual assault is a growing social problem affecting a significant portion of our country's population. F.B.I. statistics reveal that one in three women is sexually assaulted during her lifetime. Women are not the only victims of this violent crime. Nationwide, one in six men are also sexually assaulted (most commonly as a child.) Rape is the fastest growing violent crime in the United States and the least reported. Only 10-20% of victims report their assault to law enforcement.

"Sexual Assault Know The Facts"
County of Alameda, Highland General Hospital, Sexual Assault Response Team

In a report to the Oakland Chief of Police from the Criminal Investigation Division, it was documented that during 1996, the sex crimes unit received 440 cases for follow-up investigation. This number was down from 519 cases in 1995. Of these cases, 18% were charged by the District Attorney's Office; 1.6% were determined to be unfounded, and none were filed without investigation.

This same report to the Chief of Police reads "when compared to calendar year 1995 rapes were reduced by 24% and other sexual assaults were reduced by 6%. Additionally, total sexual assaults have been reduced by 33% over the past three years."

Although there has been a reduction in total sexual assaults in the City, there still is much work to be done in Oakland to further reduce the crime of sexual assault. Toward this end, the Oakland Police Department is one of 19 police jurisdictions in Alameda County to participate in a county wide Sexual Assault Response Team (SART). SART is a group of local professionals joined together to coordinate immediate and follow-up medical care, advocacy, and criminal justice services for sexual assault victims in Alameda County. The team is made up of Physician Assistants, Nurse Practitioners, Nurses (examiners) from the Alameda County Medical Center, local law enforcement agencies, advocates (social workers) from Highland Sexual Assault Center, a community-wide rape crisis center. SART provides a 24-hour response to sexual assault victims in the Emergency Department at the County's General Hospital, the site of medical evidentiary collection for Alameda County. The goal of SART is to reduce additional trauma to the rape victim while collecting evidence to support a possible arrest and conviction of the perpetrator. Since 1995, this dedicated team of trained professionals has provided a comprehensive array of services to sexual assault victims who either self-present at the hospital or are accompanied by the Oakland Police Department or other law enforcement officers.

The examiners check victims for physical injuries, pregnancy, and sexually transmitted diseases while collecting physical evidence for law enforcement. The examination takes place in a private room away from the rest of the patient population. Advocates provide personal support at the hospital the examination and law enforcement interview. They also provide on-site counseling and follow-up services to help victims cope with the trauma of rape. After the examination advocates from the hospital's Sexual Assault Center provide ongoing support, and individual and/or group counseling for family members or significant others. Law enforcement interviews the victim to learn as much as possible about the rape. This interview takes place at the hospital with an advocate and medical examiner present.

Most victims from Oakland are accompanied by an Oakland police officer when they present at the Emergency Department. When a victim calls the Oakland Police Department, the beat officer calls the Emergency Department at the responsible hospital from the field to let staff in the Emergency Department know the expected time of arrival with the victim. Upon arrival, they are greeted by an advocate (social worker) who escorts both to the SART room where the officer completes a statement from the victim.

When the officer completes the statement, the advocate calls the examiner to perform the medical examination. Evidence collected during the examination is kept in protected custody until picked up by the Oakland Police Department. The Oakland Police Department takes the evidence to the crime lab where it is analyzed and where it remains until the case goes to prosecution.

Not all cases are prosecuted. Whether or not a case is prosecuted depends on the District Attorney who determines if he/she can win the case. The standard of proof is "beyond a reasonable doubt," and all twelve jurors must be convinced.

Sexual assault investigators within the Oakland Police Department express frustration when the Office of District Attorney declines to prosecute. Time did not permit us to meet with a prosecutor from the District Attorney's Office; however, reports are that since the introduction of SART, there has been a dramatic increase in the rate of prosecution of perpetrators of the crime of rape. Investigators contribute their success rate to sensitivity training of police officers, the use of state-of-the-art equipment and the coordinated approach of SART. According to the literature, the only way to reduce the incidence of rape is through the successful prosecution of the perpetrator.

Members of the subcommittee took a tour of the SART room at the hospital. They saw the area where victims are isolated from the rest of the patient population. They met the Lead Physician Assistant and the Sexual Assault Follow-up Counselor who gave them a description of SART. During the tour they were told about the rape prevention and awareness program that the Center offers to teens. The Center works closely with the Oakland Unified School District and the Oakland Police Department to provide education programs to teens throughout the city about sexual harassment, date rape, and healthy relationships. Over 2,000 teens in middle and high school are reached annually. Groups interested in this service can contact staff at the hospital.

The Oakland Police Department enhances its services to victims of rape through its rape prevention education program. The Department, through its Community Services Division, facilitates a Neighborhood Watch program that features a personal safety component. Included in the personal safety component is a rape prevention presentation. This presentation is done jointly with an Outreach Worker and a small cadre of trained volunteers from the hospital's Sexual Assault Center. Upon request from groups throughout Oakland, this team of police personnel and staff from the hospital facilitates discussion around personal safety. A video about rape prevention is usually shown followed by a question and answer period. Each year the Community Services Division reaches over 7,000 citizens. Any community or group interested in having a presentation may call the Oakland Police Department and/or the hospital's Sexual Assault Center. The subcommittee was very fortunate to have someone from the Community Services Division meet with them to describe the work of this Division.

Self-defense is one of the precautions women can take to minimize victimization. Another component of the Oakland Police Department's assault prevention program is a four session self-defense course for women. For four hours per session, Oakland Police Academy Training Staff teach women how to physically protect themselves from becoming a victim. This course is free, offered quarterly and usually has a waiting list.

Overall, subcommittee members are very impressed with the Oakland Police Department's response to the crime of sexual assault because of its coordinated approach with other community agencies. The SART process is very impressive; however, it is not clear to us how problems are dealt with when they arise. Whenever there is a problem between the three systems (law enforcement, medical and social service), what mechanism is in place to resolve the problem, and how is the result communicated to all involved? What mechanism is in place to prevent the problem from occurring again?

The subcommittee is concerned that not all cases of rape presented for prosecution by the Oakland Police Department's sexual assault investigators are accepted for prosecution by the Alameda County District Attorney's Office. There was concern about the message that this gives

to victims who experience the trauma of rape, and to the investigators within the Oakland Police Department. The subcommittee supports the position that all cases presented to the District Attorney by the Oakland Police Department be prosecuted.

We applaud the current efforts of the Community Services Division in its outreach to the community, relative to rape awareness and prevention. We believe the Neighborhood Watch program should be given more visibility. This program appears to be a very valuable service to the community and should become a priority within the Oakland Police Department. There was a strong sense among the subcommittee that outreach is geared to communities in the flatlands, the less affluent areas, and not the "hills," the more affluent areas. The assumption is that rape only happens in poor neighborhoods, and not in any others. It was also the sense of the subcommittee that more publicity is given to this crime when it happens in low-income neighborhoods. In fact, the crime occurs in middle and upper income neighborhoods in Oakland just as frequently but with less publicity.

Sexual assault crosses all racial, ethnic and socio-economic backgrounds. For this reason, we would like to see more prevention activities in all areas of Oakland. We are concerned that women take advantage of self-defense courses only when there is a serial rapist at large. The Oakland Police Department should take measures to increase women's awareness that this course exists.

RECOMMENDATIONS

I. CREATE A PROBLEM SOLVING COMMITTEE

- The Oakland Police Department should create a problem solving committee in cooperation with the professionals involved with SART. The committee should consist of five people who meet monthly to discuss and resolve issues related to the SART process.

II. DEVELOP A FORMAL PROCESS FOR DIALOGUE

- The Oakland Police Department's three Bureau Commanders (Deputy Chiefs) should develop a formal process for regular dialogue with the Alameda County District Attorney's Office with reference to cases presented for prosecution that are not accepted. The District Attorney's office should offer ongoing training and technical assistance to patrol officers and investigators alike, to enhance prosecution success rates.

III. BECOME MORE VISIBILE IN THE COMMUNITY AT LARGE

- The Oakland Police Department should provide opportunities for the Neighborhood Watch (Home Alert) and the women's self-defense program to receive more visibility in the community at large, possibly through partnership with local media and with the use of other avenues for publicity. We encourage the Oakland Police Department to task its Public Information Officer with the job of developing some strategies to make this happen.

The subcommittee thanks the officers at the Oakland Police Department who made themselves available to be interviewed. We also thank the staff at the Sexual Assault Center.

RIDE ALONG

EXPERIENCES

The women who served on the Women's Advisory Committee were encouraged to ride along with a Patrol Division Officer as a part of their work. The submitted stories are the women's personal accounts. The stories are provided so that the reader may gain insight into the uniqueness of each committee member's experience with each officer involved.

My Ride Along

By Melody L. Fuller

My ride along occurred on a Monday night. It was beginning to rain when we left the roll call room. I was feeling pretty good. Two officers whom I have known for many years were present. One had on his community policing attire, the other had on the traditional blues. My officer was really nice. He had only been on the force for a couple of years. He had responsibility for the area of Oakland that I had requested to see, so off we went to find a car.

I was surprised to learn that officers did not have their "own" car so to speak. The officers were all looking around, dodging the rain pellets and trying to locate their shelter for the evening. Our car was a filthy old thing. I looked at the sky that was becoming dark from losing daylight and becoming dark because of the massive weight of the rain clouds. I also looked upward to make sure that God knew what I had committed myself to for the evening...

We took off for the deepest part of East Oakland, the neighborhood of Sobrante Park. I kept wondering if I would see anybody that I knew. I did not want to see them in any "officer needed" situations, I just wanted to say "hi, I am with officer friendly!"

My officer and I hit it off. Once we got the heat adjusted in our car, we were off to solve all the crime for the night. Our first call was one that we both responded to in the same manner. He protested out loud, and I sucked my teeth as the dispatcher asked us to go to the Century Movie Theater because some males were refusing to pay or wanted a refund or something having to do with those "call-the-police" to the movie theater situations. It wasn't so much the call. We both confessed to the other that we just *hated* that theater. Kinda funny in retrospect. We got there and the situation was now outside. No drama, I thanked God right then and there. My officer was excellent. The males left the premises. I do think that they mentioned that they would be back later. I raised my eyebrows and looked to my officer who informed the males to please do so before he got off work at 2:00 am. It was only 4:30 p.m., I tried to think about a place that served coffee...

Things from this point on became as intense as the rain became brutal. We went from one domestic or family battle, argument or fight to another... We went to the largest stolen, abandoned or wrecked car graveyard that I have ever seen... I saw a boatload of rock cocaine, and I saw dwellings so grim that even shutting my eyes still failed to remove the dilapidated conditions from my memory. I saw pain, poverty, helplessness and despair, and I saw an officer who handled every situation in a very compassionate and professional manner. I saw an officer who respected the other female officer who was working that night, and I saw an officer who had a friendly and warm repoire with his other fellow officers. I saw hope, I saw solutions, I saw some jokes, and I saw good-natured humor. I saw a job being done in a way that calls for one to really root for the women and men in blue.

As the night grew late, my officer continued to explain so much to me about the East Oakland environment that I grew up in. I came to understand how things really had changed. My officer was also kind enough to explain that we could do the entire shift together... It was now around 9:30 p.m.; I do not know where the time went. I told him that I had to get home because my husband and son were probably wondering if I was all right as I had stayed out well beyond the couple of hours that I said that I would. We stopped to use the restroom at the Eastmont Police Sub-station then we went on to what I had said would be my last call for the night...

"... seven gunshots have been fired..." Oh my God, I said out loud. We literally tripled our car speed, only to wind up on the wrong street... "...what was that address again *?..." Oops, a mistake, an apology, a correction...We are flyin' now toward the right* address, sirens, lights, intersections, pouring rain and all... "...someone just saw someone fire another shot into the truck..." I am now frantically and silently trying to make eye contact with my officer. My heart is in the center of my stomach, and my body is not moving. I am literally glued to my seat, and

despite all the drama, I can hear my blood pumping through my ears. We quickly and abruptly got to the street. Lord please, no, no, no I keep chanting to myself as my officer and I are staring into the dead silence of night looking for the parked truck with its windshield wipers going back and forth.

Before we agree to seeing anything (My officer and I had been concurring and caucusing all night.), it is now really pouring buckets; my officer jumps out of our car. This is the first time tonight that I have not been right on his heels. Well, he goes to the left, and I start up my conversation with God about what a terrible thing it would be to have some gunman shoot me or my officer because they were mad, scared or just plain evil. (I knew it was not a woman out here, in the dark, with all this rain trying to shoot somebody eight times in some ole truck!) After getting that off my chest, I spotted the parked truck with the windshield wipers still going. It was to our right. My officer then focused on it too. He pulled his gun, and I pinched my eyes shut trying not to make a sound. Then I thought how horrible I would feel if something happened to him while all I did was sit in the front seat of our protected police car, doing nothing, with my navy blue silk suit on watching him find, fight or meet the grim reaper. So, I got out of the car stepping into total darkness which is now secondary to the typhoon type rain that is falling all around us. I tiptoed slowly toward the truck hoping to God that somebody had made a very serious mistake... My officer, with his gun pointed toward the stillness of the truck, flung the passenger side door open. I automatically shut my eyes again, as my officer spoke loudly into the microphone on his shoulder that someone was down, injured, *and* inside the truck. I quickly opened my eyes in disbelief. I grabbed my mouth and peeped inside of what I had hoped would be an empty truck. Instead, my eyes saw what my officer saw, which by the way is something that nobody really wants to see. My officer began to pull this victim out of the truck, trying to feel for life in him. I was standing in the middle of the street, soaked to my skin, staring at both of them, who are now on the pavement. I have no monologue or dialogue with myself, God or with my officer.

Eventually the silence breaks with more, many more police cars, officers and eventually neighbors arriving. I think the fire truck came and maybe the ambulance too... I saw death that night, and there was absolutely nothing that I could do...

I did not feel so coordinated, so empowered, so investigated, or so smart. I did not feel anything when I pulled my covers tightly around me that night at 12:00 midnight. I did pray to God that night that somehow, if he saw fit, that the whole world would magically just stop it!

My Ride Along

By Sandra H. Smith, Ph.D.

My ride along was uneventful by design. I wanted to see a typical day in the life of a police officer. It took place on a weekday in the late afternoon and early evening hours from four to eight. I was taken to the relatively uneventful North Oakland community. The area is primarily residential, mostly single family homes and duplexes, with some apartments. There are some businesses, most notably the Broadway strip and the Rockridge Shopping Center.

The officer whose name I do not remember was excellent in dealing with all situations and all people. He was level headed, made good sound decisions, knew how to diffuse potentially dangerous situations, and always left the situation better than he found it.

Initially, we responded to a call precipitated by barking dogs which had been left in a car all day. The officer talked with the neighbors and decided that the dogs were not in great distress. He discussed the neighbors concerns with them and indicated that he would return later that evening. He indicated that if the owner of the car had not come for the dogs, he would have the dogs removed to protective custody.

Then we responded to the call of a teenager who had stated that she was being abused by her mother's boyfriend. When the officer saw the teenager, he recognized her as someone who had been verbally assaultive to him a few weeks ago. He asked her about her complaint, and after discussion, reminded her of the last interaction. He told her that her past behavior towards him was inappropriate, and now she was calling on him to assist her. His attitude and manner was gently, firm and appropriate. After his discussion with her, he stated that he would go to her home and speak to the boyfriend. He did so.

The mother's boyfriend was in the home caring for the seven other children, three of whom he had fathered. The teenager's mother was at work. He and the girl's mother had been cohabiting for a number of years. He described the teenager as disrespectful and disobedient to both him and her mother. She had been disruptive to the family, and he was doing his best with the rebellious teenager. The officer talked with both of them and attempted to intervene in positive ways and to give them resources to better handle future conflict.

The next call was to a grocery store where another officer had handcuffed an intoxicated man who had attempted to cash a check. The store was concerned about the check being valid, and the man had not accepted their decision. After discussion, the officer who I was riding with decided to allow the man to leave the store. He and the other officer talked, then we left.

I was concerned about the necessity of handcuffing the citizen in that situation. The officer explained that we do not know what had happened before we arrived and that the purpose of handcuffing the man was to detain him during the settling of the matter. I had concerns about the judgment of the other officer, but thought the officer that I was riding with showed excellent judgment and diffused the situation. I was especially pleased that the citizen left apparently feeling calm and OK with the resolution of the situation.

The last call was to a hospital emergency room where a teenage girl was being treated for a punctured eardrum. Her boyfriend who is the father of her baby had punched her head the previous weekend. She was unaware of being injured at the time of the incident and did not seek treatment, until several days later. The officer took a report, and I spoke with her about physical abuse, where it can lead and what she can do to protect herself and her baby.

The day was informative and inspiring. I learned a great deal about the qualities necessary for good police work and about the day to day work of officers. The motto, to Serve and Protect, seems most appropriate for the Oakland Police Department. I was proud to be citizen of the community served by this department.

My Ride Along

By Maria DeLasAlas

I developed a different perspective of police officers which I wouldn't have had, had I not participated in the ride along. I came away with a feeling of more understanding and perhaps less concern/fear of officers on patrol. I was on patrol for four hours.

I hurried behind the officer I was assigned to. First to find a patrol car, then off to his beat. Our first call was a neighbor dispute over the noise level of tenants. The officer listened to both sides of the situation and finally told the parties that this was a situation that they should resolve between themselves. He said they receive a lot of calls regarding neighbor disputes. We then patrolled neighborhoods when he received a call of a possible burglary. We zoomed off to the site where other officers had already arrived. I decided to stay in the car this time. He returned to the car. (I can't remember the details on this one.) Next, as we were on some main street, he quickly swerved into a driveway with his lights flashing. It happened so quickly that I asked what was wrong. He said he saw that the car in front of us did not have a registration tag on the car. He got out and talked to the driver. When he returned, he used the car computer to look up the license plate. The driver had been cited before. He said this is the kind of person who will hit your car and drive away.

The next incident was a young woman who had been held up after getting of a bus close to Lake Merritt. She was followed by a young kid. She had a gut feeling that she should cross the street but she didn't. He held her up with a knife and went through her backsack. He took her lap-top computer but didn't bother with her credit cards. We interviewed her at her apartment where another officer had already arrived. They were very sensitive to her nervousness. A call came in, and he said "Let's go!!" I ran down the many steps to the street and jumped into the car. We were off to somewhere. He said they spotted the kids jacket and he was running in a nearby neighborhood. It was on the other side of Park and MacArthur. He apparently ran down the side of one of the houses. He jumped out and said I could come. Other officers had arrived, and they ran down the side of the house. I stopped and stood at the sidewalk. Helicopters were buzzing overhead. I was impressed as to how quickly they were on the scene. He returned and said the kid got away and that many times these kids have a stash of stolen goods hidden in the neighborhood.

I found the officer (apologies for not remembering his name) friendly and cordial. We talked about how he felt regarding having women on the police force, and he personally felt he would not want his wife to be on the force.

My Ride Along

By Deborah Austin

Having no idea what to expect I arrived at the Patrol Desk and informed the Officer that I was here for my ride along. I was directed to sign a waiver which made me think twice about embarking on this journey. Afterwards, I was instructed to sit in the lobby, and someone would come for me. After waiting for what seemed like endless hours, an officer told me to follow him and shoved me into a room filled with uniformed police officers receiving information. No one spoke to me, but when the Sergeant was done talking, he called for a certain officer to come forward. It was then that I learned that this was the officer I was to ride with. I overheard him state that he already had another ride along scheduled for later that night, and the Sergeant fired back, "you will take her on a ride along." My first thought was that he did not want to be bothered with civilians, and I did not want to be perceived as a pain. The officer then directed me to the hallway and told me to wait while he got his equipment. When he returned, I seized the opportunity to clear the air, I asked if he minded me riding along with him or was this viewed as punishment? To my relief, he stated that he does this all the time and that his only confusion was that he already had one scheduled for later that evening. He asked how long I wanted to stay out and when I told him "only a few hours," he responded that would be fine, and he would have no problem doing both ride alongs.

We entered his car and headed for his beat, most of East Oakland. He told me that he usually gets a lot of calls and told me I could either get out of the car with him or remain inside (which ever made me comfortable). I then asked what should I do if he got into trouble, and he directed me to the radio. Riding on 880, we got our first call, a couple of young males, black, standing over the overpass getting cellular numbers. We arrived, the young men were employed by an engineering company and used counters to count the traffic patterns. Our next call was a burglar alarm at a business; feeling a little more comfortable, I got out of the car. A gentleman walked up to me and yelled, "citizens on patrol, keep up the good work." The officer surveyed the area and determined it was a false alarm. As the night fall came, whenever the officer got out of the car, I was right on his heels. I was more afraid to stay in the car by myself.

Riding around, I asked the officer if he heard about OPWAC, which he didn't. I explained our purpose. I then asked how he felt about female officers, and he stated he saw them no different from males. I then asked if he had family, which he did, and I asked how he would feel if his wife were a police officer. Interestingly enough, he responded that he didn't think he could handle it - he would worry all the time.

The evening was quite slow but what impressed me the most was the response when the call was related to domestic violence. The officer responded right away, and unfortunately on the calls we responded to that evening, by the time we arrived the perpetrator had already left or the complainant withdrew the complaint. However, the officer always informed the complainant not to hesitate calling if there was a problem and provided safety tips. I was also impressed by the officer's familiarity with certain areas/neighborhoods. He knew the "hot spots" as well as the residents; there were even people who waved as he rode by.

I enjoyed my ride along; it was an experience I will never forget, even though the officer apologized for the "slow night" (in his opinion, but it was enough for my introduction) and invited me to come again. He then escorted my to my car and waited until I had safely pulled away.

My Ride Along

By Tonia R. Williams

It was a cold, somewhat overcast Thursday morning in March. I couldn't tell if it was going to rain or not, so I dressed warm and also brought an umbrella with me. I walked in the lobby of the Oakland Police Department (OPD) about 6:40 a.m. I told the officer at the desk that I was there for a ride along on the "second watch." He told me that he had not been informed about my scheduled ride along. He didn't appear too happy. Anyway, I gave him the name of the officer I scheduled the ride along with. He checked with another officer and was informed that my ride along was pre-scheduled and that everything would be okay. The officer at the desk then gave me a waiver form to read and sign. As I read the form, I was somewhat hesitant to sign it because it meant that if something was to happen to me while I was on the ride along, I could not hold the OPD responsible. As I read and eventually signed the form, I felt as if I was signing my life away. Even though I was going to be with an officer, I didn't know what to expect while out on the streets. Anyway, I had prayed and asked God to protect and keep me, so I kinda left everything in His hands. I waited, and waited, and waited in the lobby. Eventually an officer approached me. He introduced himself and escorted me to "line-up."

When we arrived to the room, I sat down at one of the desks in the front of the room and waited for the session to begin. Officers came in and out talking among themselves. Some even sat down beside and behind me, but not one said "hi" or "how are you doing." This puzzled me; however, I did not allow this to deter me from remaining focused on why I was there. I sat through the "line-up" and listened to the information that was disseminated by the officer facilitating the "line-up." During this "line-up," I was assigned to an officer.

After the "line-up," I got up from the desk, and I walked over to my assigned officer and introduced myself. We briefly exchanged a few words. He got his belongings, and then we were off to get our police car. When we arrived to the parking lot (where the police cars and motorcycles are kept), the officer didn't see the car he normally drives. He had me stand by the office area and went in search for the police car. Eventually, he found it.

After checking the contents of the car (including the gun), we were off and headed for a car wash. After the car wash, we headed for our "beat."

As the officer and I were talking, we received a call regarding a stolen vehicle, so we went to check it out. As we drove into this quiet neighborhood, located somewhat in the hills, there was an Acura car parked in front of someone's house. I didn't realize that this was the stolen vehicle, until the officer stopped behind it. To me, the car looked okay--it didn't appear to be stolen. The officer got out of the car, looked the Acura over and then opened its door. A few minutes later, he signaled for me to come look at the Acura. When I looked in the inside, I saw barely none of its contents. The inside door paneling, seats, radio/cassette decks, speakers, glove compartment, steering column, and other contents were literally gone. The inside was stripped. The wheels had been replaced with those small temporary spare tires. As I closely looked at the car, the officer pointed out various missing items. As he completed the police report and radioed for a tow truck to pick up the Acura, he gave me pointers on how to spot a stolen car. (Throughout the day, I found myself constantly checking out parked cars to see if they were stolen.)

The officer and I responded to several other calls. One call involved an accident which did not appear to happen the way it supposedly happened--that is, based on the information from the involved persons. However, the officer took the necessary information for the report, and then we proceeded to another call.

While we were patrolling our "beat," I heard a call come over the radio that indicated a restaurant. I listened carefully. It was my aunt's restaurant! I told the officer that, that was my aunt's restaurant. I didn't know what had happened, but to me it didn't sound good. All kinds of

unpleasant thoughts flooded my mind. I didn't want to think negative thoughts, but that's what came to my mind. As we drew closer to the restaurant, I hoped everything was okay. When we arrived, there was an officer or two already there. I saw my aunt, greeted her with a hug and kiss, and then she told us what had happened. A disturbed lady had walked into the restaurant and started some type of commotion and didn't want to leave. By the time officers arrived on the scene, the lady had gone up the street somewhere. I was relieved to know that my aunt was okay and that nothing serious had happened.

The officer and I left to once again patrol our "beat." On the way to a call, we came to a scene where the fire department was putting out a fire. The fire department asked for the officer's help in blocking off a four-way intersection because they had to run a water hose through the intersection. (They didn't want traffic running over the hose.) As the officer directed traffic, I sat in the car and observed what was going on. Several other officers arrived at the scene...one came up to the car and chatted with me. Some children that were walking by, stopped to chat with me and asked me if I was an attorney and if I was a captain. I told them that I was neither, but that I was on a ride along. They asked me if I was afraid. At that moment in time, I wasn't. I had found the ride along pleasant and very educational.

Although the officer and I responded to several other calls throughout the day, my ride along came to a close about 2:30 p.m. The officer took me back to the OPD. I thanked the officer, and he told me to call him if I had any further questions.

There is one word I'd like to mention about this particular officer. It is that he was a "gentleman." He maintained a professional, personable attitude. He was very courteous and respectful and never once was rude in any way to me or those I saw him interact with. It was a pleasure going on the ride along with him.

Overall, I was impressed with the skills that the officer demonstrated in handling the various situations we encountered. I learned that officers must be flexible and possess the ability to meet the challenges associated with any given situation.

I truly enjoyed the ride along experience and now have a better understanding of an officer's work and the great responsibilities associated with it.

My Ride Along

By Bonnie Hamlin

In comparison with the descriptions of some of the other ride alongs, mine probably seems pretty tame. But the experience was an informative one for me, and not without its moments of drama. I rode with an officer who is assigned to the beat where I live. As he pointed out, and as I hoped was the case, this beat is a fairly quiet one. The one call that came from that beat was a request from the valet car park attendant at Garibaldi's to ticket a car that was parked in their drop off zone!

We spent most of our time in beat 11 as the officer explained to me how the officers carry out their responsibilities to protect the public's safety. He drove us by known trouble spots frequented by drug dealers, and talked about how it is often possible to build information about and "catch" law breakers by stopping people in such areas for "minor" traffic violations. One such stop of a car that ran a couple of stop signs was unproductive, but a later stop of a young known drug dealer opened the door on a flow of information which occupied us for the rest of the evening.

One thing that impressed me in each instance was the support given by other officers to an officer patrolling by him or herself. When we stopped the car rolling through stop signs on Market Street, another officer appeared almost instantly and stood watching the occupants of the stopped car as the officer I was with checked to see if the driver of the car had any kind of record. Similarly, when we picked up the young drug dealer, two other officers became involved in the case, providing a formidable presence in the drug dealer's neighborhood as a possible drop spot was searched for drugs, and relatives of the young man were questioned about his activities. It was fascinating to see the officers strategizing about questions to ask the suspect that might lead to information about other dealers known to work in the same neighborhood, and humbling to be a "fly on the wall," as information was shared and actions taken that might endanger the suspect and the officers involved.

At 10 p.m. or so, I baled out of the opportunity to visit other parts of the city where there might be more "action" as the officer I was with and another officer got ready to stake out one of the houses identified as a spot where a much wanted dealer might come and go that night.

My Ride Along

By Dennise Carignan, WAC

The ride along I embarked was on Tuesday, October 28, 1997.

Though (according to the officer) this night was rather uneventful, the officer and I were able to share information; he was inquisitive, and this showed me that he was interested and did care, but did not understand why it is that so many women of domestic violence continue to stay with their abuser.

Information I shared was that of a personal nature...how I had been a violent relationship in 1991, and upon calling the police, they chose to do nothing. The officers whom I called took too long to arrive. By that time he had left my home and though I told them what had occurred and that the batterer carried a gun, very little was done.

- About three hours into the ride along we received a call to a (mainly) senior citizens home. An Asian woman answered the door and claimed that she had not called the police and needed no help.
- The next call was at another apartment building near Lake Merritt. The officer I was with, another officer and myself arrived quickly after the call to the police car. The officers asked if she had contacted the police, and she said that it was someone else. She seemed rather fearful (not of the officers). There were two children (that I can recall) at the small apartment, and I checked them to make sure they were not hurt.
- Though at first the female was apprehensive about talking to the other officer, she gave her information on where she could seek help or shelter for her problem. Then as we were leaving, she whispered to me that she was afraid that her significant other (batterer) had threatened to take her to court (along with his family) to say that she was an unfit mother....due to past drug use...that she was in a program, but was not working and was on welfare. At this point, I advised her to file a report (she refused); however, I gave her a number for "A Safe Place" and told her that she could call there 24 hours a day if she did not feel comfortable in calling the police.
- On another call, the officer took me to a location on San Pablo Avenue to a hotel called the "Silver Dollar" (I think). Here, doors could be opened easily and in one room there laid a heroin addict. Nothing was found, apparently nothing could be done. This location had other tenants who scurried off as soon as they saw us. The saddest part of this whole scene is when I saw infants and toddlers in this scum bag hotel (please accept my editorial)....however, I did make it my business to contact child protective services the next date. To this day, I don't know if this has been dealt with through the agency.
- At another point, the officer showed me around the areas that he had to cover that night and introduced me "da mayor of Oaktown"...an old alcoholic male who sang the blues for us.
- One of the last events that I recall is a foot chase in West Oakland, where I dare say...I went along with the officer...that is the only time I felt as though I were in danger, because there was no one to cover my back in the event there was an ambush...when other officers arrived, they asked what I was doing there with a couple of guns drawn; the officer spoke on my behalf and saved me from embarrassment.
- The other thing I failed to mention is that I viewed several officers doing community policing....and I appreciated this action.

Though my ride along was only five hours, I felt the officer and myself learned a lot from each other.

My Ride Along

By Gertrude Brown

My officer is enthusiastic about his job. He seems to be a very caring person. He put me at ease as I was truly in a state of highly nervous and abnormal tensions. The emotional state is due in part of being a daughter of a criminal attorney who later became a clergyman.

The officer calmed my fears and remained focus on constant assignments relayed from the speaker in the patrol car. He took short notes and explained the assignment to me. We (smile) made two stops to record details of robberies that had taken place last night. I got out of the car and accompanied the officer on said calls.

A call came in that required "back up." Five patrol cars arrived at the scene silently within 3 minutes. I remained in the vehicle during this assignment.

I am grateful for the experience of the "ride along." I gained additional respect for the Oakland Police Department's work within the communities of the City of Oakland.

My Ride Along

By Audrey Rice Oliver

The officer yelled, "There's the red Colt!" He radioed dispatch to confirm the license number and it was affirmed. He indicated to dispatch that he would pursue the vehicle and said to me, "Fasten your seat belts, it's going to be a bumpy ride." My adrenaline was rising, and there was a sense of excitement. We made a U-turn and began our pursuit. My fingers clutched the armrest, and my heart was beginning to race. As we were maneuvering, it became obvious that the person in the Colt realized that we were closing in on him. His speed picked up and so did ours. It was clear he was making a run for it. He made two right hand turns, and when we approached the second turn, he was nowhere in sight. The officer turned on his spotlight in search of the Colt. He said, "where did he go?" And just as the words left his lips, he yelled "there he is!" as he saw the man get out of the car. The officer jumped from the car, leaving the door open. He called out to the man and instructed him to stop. The man immediately started running. The officer drew his weapon and started to pursue the man. As I sat somewhat horrified, my eyes were as large as saucers. I could not believe this was taking place.

I noticed some movement out of the front window and saw four young men running towards me. I became quite frightened. I could not discern if they were there to help the man in the Colt. I had no idea what they were doing. I could feel the panic washing my whole body, and I thought "This is it. I'm going to die. Where is the back up. Why is this taking so long??" I regrouped and attempted to dial 911 from the car phone. A voice came on the line and said "Highway Patrol." I thought I had misdialed since I wanted the police department. I hung up the phone. The four men were still moving towards the car, and then suddenly, I noticed flashing lights all around. The police back up had arrived, and I was saved. The officers secured the area. A few moments later, my officer emerged with his gun drawn and with the perpetrator in custody. The four young men were running.....just to see what was going on in the neighborhood. What seemed like an eternity in time was really only two to three minutes in response time. The officers were doing their job.

I rode that evening from 7:30 p.m. till 1:30 a.m. The officer explained the details of each encounter that we had responded to during the evening. It is a thankless job .... but one that has to be done. I realize that I rest better knowing they are there for us in the community, and I pray that my own daughter, a police officer, is SAFE.

My Ride Along

By Alice Washington

My ride along took place from 5:00 p.m. to 12:00 midnight. The officer I was assigned to cover Division Five spanning a section of East Oakland.

While not knowing what to expect, this particular experience reminded me of a mobile crisis unit in which mental health professionals respond to mental health and public health needs of a community. Incidents we responded to included two 5150's: a couple of domestic disputes, a false alarm in which a child called 911 to say that her mother was dead. Another incident had to do with a step-father who wanted his step-son to leave the home. Still another had to do with a couple. The male partner accused the female partner of stealing his money. There was a landlord tenant dispute. No one was arrested. No one was shot. The officer was able to talk people through whatever was the trouble.

I was most impressed with the manner in which the officer responded to each call – sensitive, but firm, letting each person know what their options were. Police officers have to be quick, alert and skillful negotiators. They must work together as a team. On several calls the officer I was with had back up officers to either follow or meet him at the scene. Police officers have to juggle multiple tasks and memorize a lot of information. Sometimes they move from one crisis to another. I felt safe the entire time, which went very fast. My ride along was only to last four hours but lasted much longer.

I appreciate the fact that my officer allowed me to accompany him on the ride along.

BIOGRAPHIES

CHIEF OF POLICE, WOMEN'S ADVISORY COMMITTEE MEMBERS

(Categorized by their subcommittee)

Recruitment

Sheila Cox
Cookie Kelly
Sandra H. Smith
Candace Tom
Antoinette Walker

Retention and Promotion

Deborah Austin
Susan C. Chamberlin
Susan L. Chritton
Maria DeLasAlas
Stacey R. Perry
Audrey Rice Oliver
Tonia R. Williams

Domestic Violence

V. Toni Adams
Dennise Carrigan
Rebecca Cooper
Rachel Gardunio
Carolyn Russell

Sexual Harassment

Fe Hanson
Cynthia Perkins
Cheryl Perry League

Rape and Sexual Assault

Gertrude M. Brown
Marilyn Gardunio
Alice Washington

At Large

Darlene Ayers-Johnson
Carmen Bogan
Vianna Briscoe
Bonnie Hamlin
Deborah A. Ichimura
Anna Marks
Joseph Samuels, Jr.

Co-Chairs

Melody L. Fuller
Sharon A. Jones

V. TONI ADAMS

Ms. Adams is a political consultant who previously served as Chief of Staff to the Mayor of Oakland. She has worked in Education Administration at the University of California at Berkeley and the California School of Professional Psychology. Prior to returning to the political arena, she was a youth program director. Adams is a native of Oakland, married to retired Sheriff Department Captain James Robinson.

DEBORAH AUSTIN

Ms. Austin is currently employed at the Alameda County Medical Center as the Patient Affairs Officer. This position provides leadership for departments where the scope of service, the size, and diversity of the patient population served, has a direct impact on the patients' perception of the quality of care provided. She addresses complaints/concerns by seeking resolutions and attempting to diffuse potentially volatile situations. She has a Bachelor's Degree in Psychology and a Masters Degree in Public Administration.

DARLENE AYERS-JOHNSON

Ms. Ayers-Johnson is the Executive Director of the State Board of Control. As Executive Director, she oversees the Victims of Crime and Government Claims program for the State of California. She formerly served as Chief Deputy Director of California State Department of General Services over the Interagency Support Division from 1991-1997. During her career, she has set on numerous boards and commissions for over 20 years. She has been a successful businessperson for over 25 years, and the president of the Joint Power Authority for the Oakland State Building Authority, a $150 million project, since 1994. She has studied Business Administration, Economics, and Management at Holy Names College in Oakland. She has also received an Associates Degree in Business Administration and a Bachelors of Arts in Human Relations from Golden Gate University in San Francisco.

CARMEN BOGAN

Carmen Bogan, M.B.A., is the founder and former Executive Director of the East Bay Resource Center for Nonprofits, the first and only Foundation Center funding library and technical assistance center for community-based organizations in the East Bay. Ms. Bogan is principal of Bogan Consulting, a Bay Area firm specializing in nonprofit development and community affairs.

GERTRUDE M. BROWN

Gertrude Brown is a wife, mother of two, grandmother of one, a psychiatric social worker, a representative to the East Bay CA. Congregational Conference of the Lutheran Church of America, and also a retired schoolteacher. She has been a long-term Community Health Advocate of Alameda County and is the current president of the Oakland Piedmont Branch of the American Association of University Women (June/96-June/98).

SUSAN C. CHAMBERLIN

Ms. Chamberlin is the Development Director for Dinwiddie Construction Company. She is currently the development project manager for the design and construction of the State Office Building in downtown Oakland, CA. As practicing architect for over twenty years, she has also

worked for the City of Oakland's Redevelopment Agency in economic development activities and until recently was an Oakland resident for twelve years.

SUSAN L. CHRITTON

Susan L. Chritton is a Career Counselor with Pathways: Educational and Career Planning in Lafayette, CA. She has worked in the Career Development and Career Education fields, teaching professional development workshops and vocational education programs, for the National Center for Research in Vocational Education, and as a counselor in private practice. She holds a Master of Education from St. Mary's College and Post-Masters Certificate in Career Development from John F. Kennedy University. Susan is the president of the Junior League of Oakland-East Bay.

SHEILA COX

Ms. Cox is presently employed by the City of Piedmont, as an Administrative Secretary to police and fire chiefs and has held that position since 1989. She is also a Notary Public for the State of California. Ms. Cox has attended various business courses at San Bernadino Valley College and Merritt and Laney Colleges in Oakland, California. She worked for several corporations before joining the City of Piedmont. Some of these corporations include Pacific Telephone, Clorox, Rolando Lumber, Pepsi Cola, TeleCake International and National Airomotives.

MARIA DELASALAS

Ms. DeLasAlas has more than 16 years of experience providing professional multilingual/multicultural services in health care. She is Hispanic and grew up in Southern California. Maria received her B.A. in Spanish and Masters degree in Public Adminstration with emphasis in Health Care from Hayward State University. Currently, she is director of the Community Affairs/Volunteer Programs at Alameda County Medical Center.

MELODY L. FULLER

Ms. Fuller is the Coordinator of The Chief of Police, City of Oakland, Women's Advisory Committee and is also the founder and president of Priorities. She has over 20 years experience in the Oakland and San Francisco Bay Area communities. At a very early age, she became an active and involved leader in the community. She began her business and community training 29 years ago while working with her entrepreneurial parents. Ms. Fuller has worked with several Bay Area police departments on a wide variety of issues, such as, community policing, diversity training and gender research. A Mills College graduate, she holds a Master of Public Administration degree awarded to her from the University of Southern California.

MARILYN GARDUNIO

Ms. Gardunio is the proprietor of J.B. Turner & Sons, a design/build construction firm that has been in Oakland since 1930. She is a general contractor and Certified Kitchen Designer.

RACHEL GARDUNIO

Rachel Gardunio is a recent University of California at Berkeley graduate with a degree in Political Science and a minor in City and Regional Planning. Her future plans include attending law school.

BONNIE HAMLIN

The current President of the League of Women Voters of Oakland, Ms. Hamlin has served on the League's Board for a total of 10 years, as Treasurer, Newsletter Editor, Unit Chairperson and Program Vice President. She was the founding President of the Oakland/Nakhodka Sister City Association and is presently Vice President of Communications of that organization. Ms. Hamlin is an Elder in the Presbyterian Church and is a member of the Oakland Rotary Club.

FE HANSON

Ms. Hanson is a Crime Analyst for the Oakland Police Department. She is a major contributor in solving crimes in the City of Oakland. She is also involved in various civic and community groups. Ms. Hanson is a graduate of one of the top universities in the Philippines. Ms. Hanson hopes that her involvement in this project will further the goals, values, and mission statement of the City and the Oakland Police Department. She feels that all efforts will contribute to a safe work environment where dignity and respect is paramount.

DEBRA A. ICHIMURA

Debra is a graduate of Mills College in Oakland, CA., where she received her B.A. in Political, Legal and Economic Analysis. Currently, she is pursuing her M.S. in Criminal Justice Administration at Chaminade University. Concurrently, she is an adjunct faculty member at Commonwealth International University in the Criminal Justice Department and has taught such courses as: Criminology, Introduction to Law Enforcement, Judicial Functions, and Procedural Criminal Law.

CAPTAIN SHARON A. JONES

Captain Jones joined the Oakland Police Department in 1978. She worked as a Beat Officer, Recruiter, a Child Abuse Officer and later an Internal Affairs Investigator. In 1984, Captain Jones received the Officer of the Year Award for her work with young people. She was promoted to Sergeant of Police in 1986, and to Lieutenant in 1991. She was assigned to the Criminal Investigation Division until 1995, when she was promoted to Captain of Police. For the past three years, Captain Jones has commanded the Personnel and Training Division for this eleven hundred person department. She possesses both Bachelors and a Masters Degree in Education and a second Masters in Business Management. Also, she is a graduate of the California Commission on Peace Officers Standards and Training Command College.

CHERYL PERRY LEAGUE

Cheryl is the Director of Equal Opportunity for the Port of Oakland. As Director of Equal Opportunity, she is responsible for the implementation of the Port of Oakland's Non-Discrimination Policy of the Board of Port Commissioners to ensure that the Port and its tenants encourage interested persons to participate in all employment and business opportunities as well as ensure access to Port facilities, programs and services for the disabled. At the Port, she is a member of the Personnel Sub committee and the Administrative Committee that focuses on Human Resources and reports on the results of the Non-Discrimination Policy. Additionally, she provides assistance to the Aviation, Commercial Real Estate and Maritime Committees and also serves as Chair of the Port's Small Business Conference Committee.

ANNA MARKS

Anna Marks is the publisher of Bay Area BusinessWomen – a monthly newspaper focusing on local news and events for business and professional women. The paper also includes the Bay Area BusinessWomen's Directory, a listing of local business and professional women. Now in its fifth year, the newspaper has become the bible for local business and professional women looking for resources and information necessary for them to be successful in an ever-growing and competitive environment.

CYNTHIA PERKINS

Ms. Perkins was born and raised in Peoria, IL. In 1986, she joined the United States Navy and served as an Electrician for four years. Ms. Perkins was honorably discharged in February of 1990. She joined the Oakland Police Department in February of 1991 as a Police Services Technician and worked in the Youth Services Division, D.A.R.E. Unit until her transfer to the Community Services Division in 1994 where she is still assigned. Ms. Perkins is single with no children.

AUDREY RICE OLIVER

Ms. Oliver was a candidate for the Mayor of Oakland, CA and is the President/CEO/Founder of Integrated Business Solutions, Inc. She is an advocate for equal rights of women, minorities and small business issues. Audrey is the President of the Board for Girls, Incorporated - Alameda County and is on the Executive Board of the National Association of Women Business Owners (NAWBO). In 1993, she was awarded the NAWBO Entrepreneur of the Year; in 1995, she was the Woman Business Owner of the Year - State of California; and in 1996, she was the U.S. Department of Commerce Business Owner of the Year. At the request of Senator Ted Kennedy and Senator Orrin Hatch, she provided expert testimony to the Senate Judiciary Committee on Prop. 209.

STACEY R. PERRY

Ms. Perry has been a correctional officer at the Oakland Police Department for twelve years. In 1994, she was named the Jail Division Training Coordinator, a position that started as a part-time position and has since become full-time. Currently, she oversees the training of all entry level correctional officers as well as annual training for journey level correctional officers. Ms. Perry is married with three children and currently attends California State University at Hayward, majoring in English.

CAROLYN THOMAS-RUSSELL MSW

Carolyn Thomas-Russell, MSW, is the Executive Director of A Safe Place, which is Oakland, California's only shelter and domestic violence program. Mrs. Russell has served at A Safe Place since 1984. She has developed A Safe Place into a comprehensive program offering a variety of services to victims of domestic violence.

SANDRA H. SMITH, PH.D.

Ms. Smith is a clinical and consulting psychologist who works with individuals and organizations. In clinical practice, her specialty is work-related stress. Her organizational work is assisting in the

prevention of the difficulties which lead to Workers' Compensation claims which includes consulting and training in the areas of diversity, sexual harassment, and team building. For the City of Oakland, she provides the psychological evaluations to candidates seeking to work as police officers, firefighters and communication dispatchers.

ANTOINETTE WALKER

Ms. Walker is employed with the Oakland Police Department since 1981. As a Police Officer, she worked as a patrol officer, in youth services, and as an investigator. She worked in investigations, child abuse and missing persons. Her current assignment is as a background investigator.

TONIA R. WILLIAMS

Ms. Williams is presently employed by the Academic Achievement Division at the University of California at Berkeley as a Budget Officer. She received her B.S. in International Management from Golden Gate University; an A.S. in Business Administration; an A.A. in Liberal Arts, and a Certificate of Achievement in Business Administration from Contra Costa College.

ALICE WASHINGTON

Alice Washington is a licensed Clinical Social Worker. She is the chief of Medical/Psychiatric Social Services for the Alameda County Medical Center. In her capacity as chief, Alice is also the director of the Highland Sexual Assault Center and the Domestic Violence program. Alice is the co-founder of the Black Adoption Placement and Research Center in Oakland. She is a strong advocate for the victims of domestic violence, sexual assault and children.

RESOURCES

RESOURCES

The following sources and printed material were used to compose this report.

Retention and Promotion

Management Study of the Oakland (California) Police Department, November 3, 1995 (Conducted by the Police Executive Research Forum)

July 1, 1997, exit interview form and report

City of Oakland performance evaluation form

Phone interviews with two captains, one patrol officer, and one internal officer

Information gathered through ride alongs and discussions with patrol officers

Direct interview with a captain in the Oakland Police Department

Phone interview with an officer from the Berkeley Police Department

Transfer Policy

Domestic Violence

Various Penal Code Sections on Domestic Violence Crimes

Oakland Police Department Training Bulletin on domestic violence and domestic disputes dated April 1986

An informational/statistical report on domestic violence and sexual assault from the Oakland Police Department Criminal Investigation Division addressed to Chief Samuels, dated June 13, 1997

Report of the Los Angeles Police Department's Women's Advisory Council on gender discrimination in the department

Oakland Police Department's mission, vision, and values statements

Oakland Police Department's Domestic Violence General Order, dated January 1, 1986

Alameda County Chiefs of Police and Sheriff's Association Police Statement on domestic violence and emergency protective orders issued in 1995 or 1996

Sexual Harassment

Professional Standards Division, Oakland Police Department

Training Section, Oakland Police Department

Office of the City Attorney, City of Oakland

Individual interviews with both sworn and civilian employees

Interviews with Internal Investigators

Community Services Section, Oakland Police Department

Oakland Police Department Manual of Rules

Oakland Police Department General Orders

The Memorandum of Understanding (MOU) between the City of Oakland and the Oakland Police Officers' Association, and the MOU between the City of Oakland and Local 790

Rape and Sexual Assault

"Are You Safe? A National Test On Crime Prevention"

City of Oakland and the Oakland Police Department - "Self Defense for Women"

"History of Highland Sexual Assault Center"

"Interviewing Juvenile Sexual Assault"

Sex Crimes Unit 1996 Year End Report

Special Bulletin - "Self Protection"

Sexual Assault - "Know The Facts"

This is Not An Invitation To Rape Me - "Statistics"

Training Bulletin - "Preliminary Investigation of Rape"

You Are Not Alone

Committee Resources

Breaking and Entering (by Connie Fletcher, 1995)

A Blueprint For Implementing Gender Equity In The Los Angeles Police Department

The Women's Advisory Council To The Los Angeles Police Commission October 1993

Why Women Make Better Cops (by Tessa DeCarlo)

On behalf of the Chief of Police, City of Oakland, Women's Advisory Committee members, thank you for your interest in the work we have executed. We invite your comments and your questions.

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